Troubled Families Update

Community Safety Programme Board

13th July 2012
Content:

- A quick reminder
  - The evidence
  - The numbers
  - The model
  - The outcomes
  - The costs and savings

- Update
  - Feedback from families on the Model
  - The Pooled Budget
  - Governance
  - Programme Plan
What we learned from the Insight Phase..

Common issues for Families

- Confusing landscape of public services
- Isolation in their communities
- Public services ‘do to them’
- Lack of or limited choice/control
- Public services in then out
- Adverse effect on aspirations/perception of social mobility
- Lack of education/attainment
- Domestic violence
- Poor parenting

- Difficulties maintaining relationships (incl. family, friends, peers, isolation & social marginalisation)
- Lack of resilience (incl. capability, capacity, confidence & inability to cope)
- Poor/overcrowded housing (incl. homelessness)
- High risk behaviours (incl. substance misuse)
- Poverty (incl. debt & unemployment)
- Health (incl. mental health & disability)
- Crime (offending and experience of)
Reoccurring Themes from Evidence Base, Current Literature and National Policy on What works:

- Early intervention
- Building resilience
- Stability, continuity and transitions
- Effective parenting and supporting families
- Tackling educational performance
- Tackling worklessness
- Tackling poor health
- Tackling poverty
- Involving communities and building social capital
- Building capabilities, resilience and skills development
Count of Troubled Families and Threshold Families

- Oadby & Wigston, 224
- Blaby, 252
- North West Leicestershire, 589
- Hinckley & Bosworth, 667
- Melton, 288
- Harborough, 216
- Charnwood, 1066
The Opportunity
Outcomes for families exiting FIP

NAT CEN FIP RESEARCH: Outcome Improvements Recorded:

- Families involved in ASB
  - A Reduction of 58% to 34%
- Families involved in Crime
  - A Reduction of 41% to 20%
- Children with behavioural /truancy problems
  - A Reduction of 53% to 28%
- Risks from poor family functioning (DV, family breakdown, child protection)
  - A Reduction of 47% to 16%
- Child protection plans
  - A Reduction of 34% to 18%
- Health risks including mental, physical health and substance misuse problems
  - A Reduction of 34%
- In worklessness (ETE)
  - A Reduction of 14% to 58%
Approved Family Model

Co-located locality service:
- Permanent core team members inc Family Worker
- P/t Co-opted team members
- Personalised family budgets

Improved outcomes
- Increased resilience, strengths & independence

Role:
- Whole family approach
  - Delivers direct support
  - Co-ordinates other services
  - Outreach in home/community
  - Assertive intensive support
  - Small caseloads

Team Around the Family based upon needs

Specialist Services

Family Support Worker

Family

Universal Services

Targeted Services
Family Feedback on the Family Model

- 17 Families across 2 district areas attended a number of focus groups
- The findings from the original FCN insight were reinforced
  - This included the importance of:
    - Early years and early/earlier intervention
    - having a joined up whole family approach that was family led (*listening to families needs, trying to help them and not judge them*)
    - Family designed (*choice, flexibility and a language families understand*)
    - Sustainability (*to enable families to be independent of services*)
      - Workers who are well trained with a good awareness of the issues and challenges families face
    - Quality services that meets families needs (*advocacy and practical support*)
    - Appropriate information sharing
    - Ensuring families do not feel any professional or social stigma when fighting for their families needs
Family Feedback on the Family Model

- Highlighted the importance of the following elements in a family support worker:
  - the softer skills needed by staff
  - the ability to build a relationship, trust and mediate
  - not to be critical or judgemental
  - a consistent person
  - knowledge on how to get things done
  - authority to get things done
  - choice (i.e. about time in the home or community, the nature of the help)
  - easily contactable or available in a crisis
  - sharing data amongst the team around the family
  - understanding the professional’s ‘language’
Since the establishment of the Government’s ‘Troubled Families Unit’ a pooled budget from 4 Government departments totalling nearly £0.5bn has been created to support 152 local authority areas across the Country to improve services to Troubled Families in their areas.

Government funding which is partly on a payment by results basis could provide Leicestershire with up to £2.6m over three years but it has been assumed that £2.2m will be achieved – the attachment fee for working with families and 50% of the reward.

Leicestershire Target for Payment By Results = 400 families worked with 12/13; min 810 overall – may be opportunities to claim further.

Louise Casey supportive of Leicestershire plan to work with 3300 Troubled Families: 1300 Most complex needs; 2000 ‘At Risk’.
Funding - Local

• Local agencies have indicated funding on an ‘in principle’ basis subject to approval by Cabinets and Boards. This is set out in Appendix 8 of the LCC June 12 Cabinet Report. Including the proposed County Council contribution this funding would mean:

  – Revenue funding (over three years) of £5.6m
  – Staff resources equivalent to £2.4m
  – In kind support providing at least the £300k assumed accommodation costs and additional support towards management costs

  = £10.5m of pooled resource for 3 years
DWP European Social Fund Provision for Troubled Families

• National Programme commissioned by DWP – started December
• £16m contract of which £2m estimated for Leicestershire
• Working to support troubled families across multiple needs
• Targeted to work with min of 1300 Leicestershire TF
• Payment by results – 22% for employment outcome, 78% for achieving 3 other agreed outcome/progress measures
• Must be on benefits to qualify
• Needs to work within localities and within the wider Troubled families programme
The Proposed Governance
Leicestershire’s ‘Supporting Families’ Programme
Commissioning Board

Purpose:

To approve and ensure:
• The delivery of Leicestershire’s Family model;
• An effective service delivery infrastructure is implemented;
• The outcomes established for the programme are achieved;
• Barriers to the delivery of the above are overcome.

Membership:

• Chair Children and Young People's Board and Cabinet lead Member for Children and Young People (chair) Ivan Ould
• Chair Health and Well-being Board (or Board nominee)
• Chair Community Safety Strategy Board (or Board nominee)
• Chair LLEP (or Board nominee)
• LCC Lead Cabinet Lead Member for Adults and Communities
• Chair Clinical Commissioning Group Board (one representing both) (or Board nominee)
• District Council Leader (s?)
• PCC (when elected)
• Chair of the Leicestershire Safeguarding Board

Meetings: Bi-monthly
Executive

Purpose:
• To agree and recommend to the Commissioning Board implementation proposals and plans to:
  • Deliver Leicestershire’s Family Model;
  • Deliver an effective service delivery infrastructure;
  • Deliver the outcomes established for the programme;
  • Address and overcome barriers to achieving the above.

Membership:
• Chief Executive LCC (chair) John Sinnott
• Director of Children’s and Young Peoples services - Gareth Williams
• Managing Director of one of the CCGs (representing both)
• Job Centre Plus (District manager)
• Leicestershire Police (BCU commander) – Chris Thomas
• District Chief Executive (covering Housing Services)
• Locality sponsors (x7)
• Director of Probation Service or nominee
• Director of Public Health – Peter Marks
• Director of Adult Services LCC – Mick Connell
• Youth Offending Service LCC – Phil Hawkins
• Chair Substance misuse Board (if not one of above)
• VCS agencies (x3)
• Participating observer (Chair of Commissioning Board) – Ivan Ould
Leicestershire’s Public and Voluntary Services Advisory Group

Purpose:
• To advise on proposals regarding the delivery of:
  – Leicestershire’s Family Model;
  – An effective service delivery infrastructure;
  – The outcomes established for the programme;

Membership:
• Representatives of invited public and voluntary sector organisations.
• To be advised by the Commissioning Board and Executive?

Meetings: Bi-monthly
Programme Board

Purpose:
• To design, develop and propose options, models, systems, plans, policies and processes to deliver:
  – Leicestershire’s Family Model;
  – An effective service delivery infrastructure;
  – The outcomes established for the programme;

• To deliver the agreed models, systems, plans, policies and processes as directed by the Commissioning Board and the Executive.

Membership:
• Key members from the Design Authority and Technical Project Board led by the Programme Sponsor.

Meetings: Monthly
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<td><strong>Design/Approval for Central &amp; Locality Delivery Models:</strong>&lt;br&gt;• Individual locality models&lt;br&gt;• MOA/Agreement&lt;br&gt;• Central Management Structures/Interface&lt;br&gt;• Alignment of central related services</td>
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TF Draft Plan Phase 1 - Mags Walsh
Troubled Families Update

Community Safety Programme Board

13\textsuperscript{th} July 2012
Service Design Authority Board

Purpose:

• To design and propose the Service Delivery Model to deliver:
  – Leicestershire’s Family Model;
  – An effective service delivery infrastructure;
  – The outcomes established for the programme;
  – (including directing/approving work to and from the design team)

• To deliver the agreed models, systems, plans, policies and processes as directed by the Commissioning Board and the Executive.

Membership:

• Programme Sponsor - Andy Robinson (Chair)
• Assistant Director - Strategic Initiatives - Lesley Hagger
• Assistant Director - Specialist Services - Walter McCulloch
• Head of Service – Personal Care and Support - Ian Redfern
• Head of Youth Justice & Safer Communities - Phil Hawkins
• Associate Director – Public Health Consultant - Mike Sandys
• Health and Community Group Manager – Blaby District Council - Quin Quinney
• Strategic Director – Melton Borough Council - Keith Aubrey
• Programme Director - Mags Walsh

Meetings: Fortnightly and then merge with Technical Project Board into monthly Programme Board
Technical Project Board

Purpose:
• To design and propose optimal ‘systems’ to deliver:
  – Leicestershire’s Family Model;
  – An effective service delivery infrastructure;
  – The outcomes established for the programme;
  – *(including case management, performance, evaluation, information management, intelligence reporting)*
  – To deliver the agreed systems, plans, policies and processes as directed by the Commissioning Board and the Executive.

Membership:

• Programme Sponsor - Andy Robinson (Chair)
• Assistant Director – Strategic Information and Technology - Liz Clark
• Programme Director - Mags Walsh
• Senior User Representative (s)
• Senior Partner Representative (s)
• Officers reporting to this board include:
  • Programme Manager - Gemma Whysall
  • Performance - Andy Brown/Richard Wilding
  • Strategic Information & Technology - Stephen Curtis
  • Research & Insight - Jo Miller/Rob Radburn Joelle Bradley/Jeff Hardy
  • Business Analyst - Wendy Briggs

Meetings: Monthly and then merge with Service Design Authority Board into Programme Board